

6.1. Corporate Social Responsibility

Sacyr helps to generate sustainable value in the communities where it operates by carrying out its activities and promoting sustainable initiatives.

Through our **corporate social responsibility policy** (hereinafter, CSR policy) and our corporate social responsibility strategic plan (hereinafter, CSR plan) we assume a global commitment with the societies where we operate. This commitment is the basis of our business culture and the source of excellence-based management.

CSR Policy

The CSR policy, approved by the Sacyr group Board at the end of 2017, is aligned with Sacyr's Code of Conduct, which establishes the principles and guidelines of behaviour in accordance with the Group's values and is the central pillar of successive corporate social responsibility strategic plans.

These principles include the following:

- **Compliance with legislation.** The Sacyr group's business and professional activities will be carried out in strict compliance with the legislation in force in each of the countries and territories in which it operates.
- **Integrity.** Maintaining irreproachable conduct, in accordance with ethics, honesty and integrity, avoiding all forms of corruption and respecting all parties involved in the Group's activities.
- **Transparency.** Disclose adequate and reliable management information; which is clear, truthful and verifiable.
- **Safety.** Provide optimal health and safety conditions in the workplace.
- **Respect for Human Rights.** All action taken by the Group and its employees must respect the human

rights and civil liberties set out in the Universal Declaration of Human Rights.

2020 Global company plan

To define the CSR plans of the Sacyr group, we have launched a dialogue process with our stakeholders regarding the most relevant topics that must inspire our strategies and decisions. This has helped us to attain a clearer idea of the role we wish to play as social and economic actors.

As a result of this dialogue, we have been able to identify the goals and commitments that make up the basis of our CSR policy; also, we have determined the courses of action that represent the structure of our sustainability strategy, which we follow to respond to the challenges presented by the societies where we operate, and we do all this through our corporate social responsibility strategic plan. 2020 Global company plan.



Objectives and action commitments:

1. Dialogue and accountability:

- "We want to become the leading management example in the sector by ensuring constant dialogue with our stakeholders and upholding a basic principle of transparency with all such stakeholders".
- **Solvency and the long term:** we are and want to keep being a solvent business Group where financial prudence and long-term vision are defining characteristics in the eyes of our shareholders and investors.
- **Listening:** we are always aware of our surroundings; we establish communication channels that are always open, and transparency is the basis of our links to our stakeholders.
- **Ethics:** zero tolerance to unethical behaviour.

2. People:

- "We want to place people at the heart of our activities and become the first choice for the sector's professionals".
- **Safety:** our constant ambition is to achieve zero accidents.
- **Development:** we strive to offer the best professional development conditions.
- **Rights:** we respect and protect the rights of who works with us – partners, contractors and suppliers.

3. Company:

- "We want to be closer to the societies where we operate".

- **Social value:** with each project, we look for options that add more value to the society we are serving.
- **Diversity:** we promote diversity inside and outside the company.

4. Environment:

- "We want to provide the most efficient solutions".
- **Efficiency:** we commit to developing the most efficient option.
- **Impact:** we always propose solutions with the least impact on the environment.

At Sacyr we also contribute to the development and welfare of the communities where we work through our Foundation. The **Sacyr Foundation** implements a wide range of social initiatives, which can be divided into two categories: promoting innovation and social action.



Also, the **17 UN Sustainable Development Goals (SDGs)** work in addition to the CSR strategy to focus the efforts of the Sacyr group on striving to offer better development for our communities.

Monitoring system for CSR practices with stakeholders:

- The CRS policy of the Sacyr group is developed and implemented through the Corporate Responsibility area that is part of the Communication Department.
- All CSR initiatives are promoted by the Corporate Responsibility Committee, composed of one or several representatives of each business area and one representative of each of the corporate departments most directly involved in guaranteeing the company's responsible management.
- Sacyr performs an annual follow-up on the CSR plan and the risks associated with the initiatives derived from this plan and, subsequently, reports the results by writing the Annual Integrated Report. This document is drawn up as per internationally accepted standards and it is checked externally by an independent organisation in accordance with international standards on assurance commitments. This report is made available to shareholders on the corporate website at the time of the General Shareholders' Meeting.

Stakeholder Relations

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At Sacyr, we base our management on excellence, responding to the needs of our stakeholders, contributing value to society and seeking economic and environmental sustainability.

At Sacyr, we consider stakeholders to be any social group that is or may be affected by the Company's activity, now or in the future, and/or that legitimately affects or may affect the Company's activity and, therefore, our results.

- Employees
- Analysts and investors
- Shareholders

- Media
- Customers
- Local communities
- Public authorities
- NGOs and other members of civil society
- Suppliers and contractors

Transparency and dialogue with stakeholders are fundamental for the progress and development of our strategic plan as well as for our CSR plan.

Social media

sacyr life

Sacyr group has launched a new app to connect with their stakeholders all around the world. The app, **Sacyr Life**, opens a window on your mobile phone and tablet to everything that happens in the construction, infrastructures and services multinational. With this app, Sacyr strengthens its communication channels at a time of expansion all around the world.

The app is principally aimed at the more than 37,000 employees that work in one of Sacyr group's companies, but it is open to anyone who is interested in the firm, who wants to download it and discover the latest about the Group.

In Sacyr Life, the user can navigate using a menu which groups together the main areas of the app: Sustainability, People, Wellbeing at Work, News and Innovation.

We are also present in the main social networks to maintain contact with our public.

Facebook, LinkedIn, Youtube, Twitter, Instagram and Innovation blog.



Transparency is our key to build trust

General Shareholders'
Meeting 2018



Shareholders, Analysts and Investors

Personal assistance: Sacyr's Investor Relations Department provides minority shareholders, financial analysts and investors with a number of direct and personalised contact channels:

- Telephone - shareholder hotline and investor hotline: **902 196 360**
- Website: www.sacyr.com
- E-mail: ir@sacyr.com - accionistas@sacyr.com

Personal meetings: Investor Relations Department personnel meet with these minority shareholders and attend meetings with various financial stakeholders.

General Shareholders' Meeting: This is an excellent forum for exchanging information between the Company's directors and shareholders. At these meetings, directors report on the progress of the company, its profits, and the main milestones reached and planned, while shareholders can request information and clarification and make any comments they deem appropriate.

Financial information: In accordance with prevailing legislation, the Sacyr group prepares the annual report, half-yearly and quarterly financial results and the annual corporate governance report on a regular basis and the Annual Directors' Remuneration Report. These reports may be viewed on the CNMV's website, www.cnmv.es, and on Sacyr's website. www.sacyr.com

Sacyr website: www.sacyr.com contains all relevant corporate and financial information regarding the Company's performance, and all information made public through various financial and economic reports and communications (annual report, quarterly results, etc.).



Sustainable mobility

Collaboration with leading R+D+i institutions

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Sacyr is a member of various benchmark organisations in the field of innovation and takes part in forums that promote its development. Participation in these initiatives makes it possible to exchange experiences and good practices with other professionals, and encourages joint reflection by a large number of specialists regarding the varied aspects of R+D+i. Some of the organisations or forums in which Sacyr actively participates are:

- **Mobility City:** a pioneering initiative, supported by the Ministries of Industry and Ecological Transition, to publicise and promote the mobility of the future. The project, in which 28 leading companies and institutions are participating, aims to promote innovation in the automotive industry and sustainable mobility worldwide.
- **Spanish Construction Technology Platform (PTEC):** this Platform, of which the Group is a member, aims to unite all agents in the construction sector

for: Identifying the challenges of innovation in construction, developing the strategies and plans needed to meet these challenges and implementing the results that are achieved.

Sacyr is on the board of trustees of the PTEC Foundation, and sits on the Permanent Commission and the Strategy Council. Within the PTEC Foundation, Sacyr heads the Strategic Transport Networks taskforce and participates in the "Sustainable Construction" and "Materials" taskforces.

- **Spanish Technological Environmental Technologies Platform:** responsible for defining and supporting the implementation of the R+D+i strategic agenda in the field of environmental technologies.
- **Building Research Establishment Environmental Assessment Methodology (Breeam) Spain Advisory Board:** The world's leading and most technically advanced method of building sustainability assessment and certification.
- **Participation in the Spanish Road Technology Platform:** Forum for all agents in the science-technology-business system which play a major

role in fostering employment, competitiveness, and growth in the road infrastructure sector in Spain.

Sacyr plays an active role in the platform through its presence on the Management Board and in working groups:

- SEOPAN R&D committee: Sacyr actively participates in this committee of the Spanish Association of Construction Companies (SEOPAN) through its Head of Innovation.
- Disruptive Innovators Network: network of innovation managers from major corporations that are very active in terms of innovation and open (with start-up entrepreneurs and other market agents)
- Know-How and Innovation Executive Club: Sacyr belongs to this private initiative that promotes and stimulates improved productivity and competitiveness through the management of intellectual capital, know-how and innovation.
- R+D+i Committee of the Spanish employers' confederation ("CEOE"): this committee reaches out to government authorities and ministries responsible for R+D+i and groups into sectors to strengthen and expedite R+D+i projects.

Moreover, to support each other in the development and implementation of R+D+i activities, Sacyr and a number of universities and research centres and organisations have entered into cooperation agreements, such as, for example:

Universities:

- Madrid Polytechnic University
- Valencia Polytechnic University
- Alfonso X el Sabio University
- University of Granada
- Polytechnic University of Catalonia
- University of Huelva
- University of Almería
- University of Cordoba

- University of Cantabria
- Madrid Complutense University
- University of Salamanca
- University of Alicante
- Catholic University of Chile
- University of Extremadura
- Carlos III University of Madrid
- University of Vigo
- University of Castilla La Mancha
- Polytechnic University of Cartagena

Public Research Centres and Foundations:

- University of Western Australia
- Centre for Public Works Research and Innovation (CEDEX)
- Spanish National Research Council (CSIC)
- Gómez Pardo Foundation
- Eduardo Torroja Institute
- NCDa (National Centre of Excellence in Desalination Australia)
- CIEMAT - Almería Solar Platform
- CIDAUT (Foundation for Transport and Energy Research and Development)
- IMDEA AGUA (Madrid Institute of Advanced Water Studies)
- Centre for Development, Research and Application of New Technologies (CEDIANT)
- Advanced Mining Technology Centre (part of the University of Chile)
- Energy and Environment Technology Centre (Cetenma)



Sacyr Foundation

FUNDACIÓN

sacyr

Sacyr Foundation, set up in 2008, enables the Group to maximise the impact of the company's social initiatives for its beneficiaries and contribute more effectively to the well-being and development of the communities in which the Group conducts its activities.

Aims of the Foundation:

- To promote human rights, to foster respect for all persons and cooperation in the development of disadvantaged regions and groups.
- To provide social and healthcare assistance, to support the voluntary sector, and to promote community action and care for persons at risk of marginalisation.
- To safeguard the environment and to raise awareness of, provide training in and support research into environmental matters.
- To support all types of education to advance career development and to promote training, scientific research and technological development in any sphere, but in particular, though not limited to, areas related to construction and engineering.
- To promote and support sport as an essential element in the balanced and full development of the human race and as a means of teaching about competition and respect for rules.
- To protect our historical and artistic heritage.
- To raise awareness of and provide institutional support for civil education, to promote

constitutional values and to strengthen the rule of law and democracy.

- To foster and disseminate art and culture in the broadest sense, to encourage cultural and artistic talent and to bring culture close to society.
- To support victims of acts of terrorism or any other form of violence.

In 2018 the Sacyr group assisted various community projects, which can be broken down into 2 different categories: Promoting innovation and social action.

These projects are channelled through the Sacyr Foundation, which establishes objective criteria to be used as reference points for the selection of projects:

- The project must be aligned with the aims of the Sacyr Foundation set out in its bylaws.
- Social return on investment: assessment of the need for and urgency of aid, and of the number of potential beneficiaries.
- Regional balance: the Group seeks to prioritise projects in the areas in which it is active and to avoid distortions in the geographical distribution of aid.
- Funding balance: the Group aims to avoid excessive concentrations of aid in any one of its specific remits.
- Technical and financial solidity of the partner or beneficiary organisation.
- Budget adequacy.



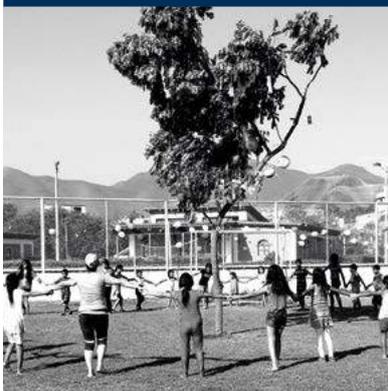


Donation of gifts from the Sacyr Foundation to children hospitalized in the Infanta Cristina Hospital in Parla. Christmas campaign.



The following are highlights of the agreements and collaborations closed during the year:

Ondine Syndrome Foundation



SOS Aldeas Infantiles España (SOS Children's Villages of Spain): Aldea de Pachacamac, Perú



Association Vihda and Gota a Gota



Bocalán Foundation. Assistance or therapy dogs



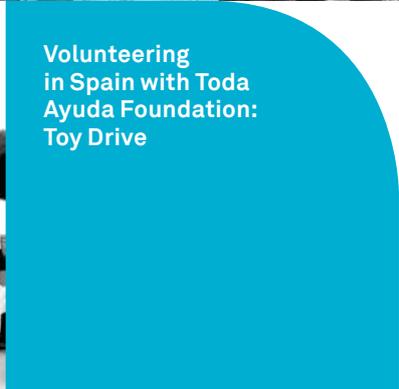
Volunteering in Spain with the Madrid Down's Foundation



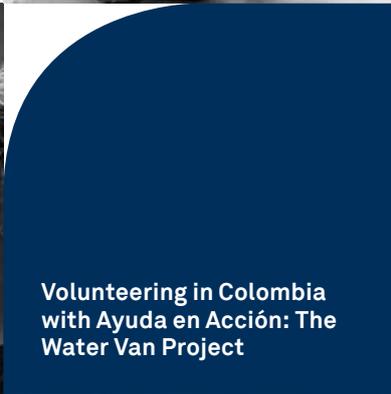
Volunteering in Spain with the Food Bank



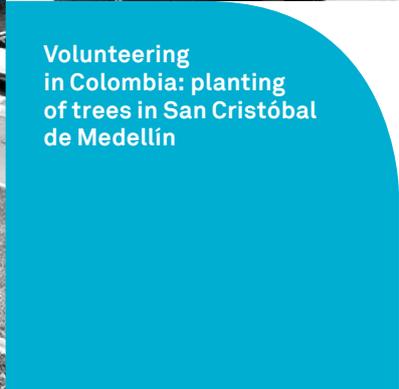
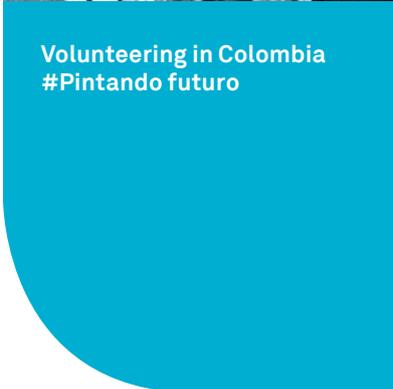
Volunteering in Spain with Reforesta Association: planting of trees and river cleaning



Volunteering in Colombia #Pintando futuro



Volunteering in Colombia with Ayuda en Acción: The Water Van Project



Volunteering in Colombia: planting of trees in San Cristóbal de Medellín



Volunteering in Colombia
#Construimos futuro,
Sucre



Volunteering in Colombia
Support for women in
Montes de María



Eyes of the
World (Bolivia)



Seres Foundation



8th Sacyr Innovation Awards



1st Sacyr
Innovation Awards in
Chile



Princess of Asturias Foundation Trustees

Juan XXIII Roncalli Foundation trustees and financial contribution to expand the kitchens at the Special Employment Centre



Chile-Spain Foundation Trustees



Colombia-Spain Board Foundation Trustees



Collaboration with the Family and Social Affairs Department of the Madrid regional government



Collaboration with CSIC and UIMP on the Masters at SEDUREC



Caminos Foundation

Corporate Volunteers Club

Furthermore, in December 2018, work began on a new project at the Sacyr Foundation: the creation of a Volunteers Club that will represent the community of cooperative employees who will work together on different corporate volunteering projects proposed over the course of 2019. A section of the Group's

Intranet will be dedicated to the Volunteers Club, which will serve as the main channel of communication between the Foundation and volunteers. This project is expected to result in a significant increase in the number of corporate volunteering projects and participants compared to the previous year, thus enhancing the scope and impact of the Sacyr Foundation's collaboration with representatives from different groups and environmental protection agents.